

Message Text

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TO ALL AFRICAN DIPLOMATIC POSTS

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E.O. 11652:GDS

TAGS:PFOR, XA, US

SUBJECT:POLICY ASSESSMENT AND RESOURCE ALLOCATION

PAPERS (PARAS)

REF: STATE 30667

1. BUREAU PLEASED WITH POST SUBMISSIONS FOR 1975 PARA
PAPERS. PAPERS WERE GENERALLY THOUGHTFUL, USEFUL ANALYSIS
OF WHAT USG SHOULD DO IN AFRICAN COUNTRIES, AND RESOURCES
WE HAVE TO WORK WITH. IN LAST INSPECTION OF AF, INSPECTORS
COMMENTED QUOTE THE COUNTRY PARA PROGRAM IS EXCELLENT AND
IS CONSIDERED THE BEST OF ANY BUREAU IN THE DEPARTMENT
UNQUOTE. WE WISH COMMEND POSTS FOR THEIR CONTRIBUTIONS TO
THIS RESULT. 1975 PARA DRAFTS WERE ESPECIALLY GOOD FROM
CONAKRY, DAR ES SALAAM, LAGOS, LIBREVILLE, NIAMEY AND
PRETORIA.

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2. FOR 1976, THE BUREAU WANTS TO REFINE PARA PAPERS, NOT
MAKE MAJOR CHANGES. WE WILL CONTINUE WITH FORMAT
FOLLOWED LAST YEAR. WE BELIEVE THAT BETTER EXPLANATION
OF WHAT IS WANTED IN EACH SECTION IS REQUIRED, HOWEVER.
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PLEASE REFER TO FINAL VERSION OF THE 1975 PARA FOR YOUR

COUNTRY FOR FORMAT. SEPARATE AIRGRAM WILL BE FORTHCOMING WITH DETAILED INSTRUCTIONS AND SAMPLE FORMAT FOR RESOURCE TABLES.

3. ONLY MAJOR CHANGE IS SCHEDULING. TO ADJUST FOR NEW FISCAL YEAR, BUREAU WILL BEGIN TO SHIFT DUE DATE FOR PARA'S TO JULY. FOR THIS YEAR, EIGHTEEN PAPERS WILL BE REQUIRED BY MARCH 31; REMAINING SEVENTEEN BY JULY 31.

4. PARA'S DUE MARCH 31: BURUNDI, ETHIOPIA, ZAIRE, KENYA, TANZANIA, SUDAN, RWANDA, GABON, LIBERIA, MALI, IVORY COAST, SWAZILAND, MALAWI, MALAGASY REPUBLIC, MAURITIUS, BOTSWANA, LESOTHO, CAMEROON.

5. PARA'S DUE JULY 1: CAR, ANGOLA (IF POST REOPENED), MAURITANIA, GUINEA, NIGERIA, GHANA, SIERRA LEONE, CHAD, BENIN, TOGO, SENEGAL, THE GAMBIA, NIGER, UPPER VOLTA, SOMALIA, SOUTH AFRICA, ZAMBIA.

6. BUREAU WOULD LIKE TO REFINE STYLE AND CONTENT OF PAPERS. WE REMIND ALL POSTS THAT THEY SHOULD BE TYPED DOUBLE-SPACED. MANY 1975 PAPERS WERE TOO LONG. THERE SEEMS TO BE INVERSE RATIO BETWEEN SIZE OF COUNTRY AND LENGTH OF PAPER. TWENTY-FIVE DOUBLE-SPACED PAGES SHOULD BE ENOUGH TO COVER ASPECTS OF COUNTRY SO THAT PAPER IS USEFUL TO NON-EXPERT READER.

7. THE AMBASSADOR'S OVERVIEW SHOULD BE A BRIEF (NOT MORE THAN FOUR DOUBLE-SPACED PAGES) RESUME OF THE KEY FACTORS AFFECTING US POLICY IN THE COUNTRY. IT SHOULD CONCENTRATE ON FUTURE KEY POLICY DECISIONS, IMPORTANT CHANGES IN US INTERESTS, OR SIGNIFICANT REASONS WHY CHANGES WILL NOT OCCUR. THE OVERVIEW MAY RELATE THESE FACTORS TO OUR LONG-TERM POLICY OBJECTIVES. IT SHOULD NOT BE SIMPLY A SUMMARY OF THE PAPER.

8. THE EVALUATION OF THE 1975 COURSES OF ACTION SHOULD ALSO BE BRIEF. IT IS NOT NECESSARY TO LIST THE COURSES OF ACTION. POSTS MAY GIVE THE GIST OF EACH COURSE EVALUATED IN THE NARRATIVE OF THE EVALUATION. THIS CONFIDENTIAL

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SECTION SHOULD DO TWO THINGS: IT SHOULD SAY HOW WELL THE POST CARRIED OUT THE COURSE OF ACTION, AND GIVE AN ESTIMATE OF HOW MUCH THE COURSE CONTRIBUTED TO ACHIEVING US OBJECTIVES IN THE COUNTRY. LENGTHY DISCUSSIONS OF FACTORS AFFECTING HOW THE COURSES WERE CARRIED OUT SHOULD BE PUT INTO THE ENVIRONMENTAL DISCUSSION.

9. US INTERESTS, AS IN 1975, SHOULD BE LISTED BY PRIORITY,

NOT CATEGORY. DEFINE THE INTERESTS AS CONCRETELY AS POSSIBLE. AT THE END OF THIS LIST, PLEASE ADD TWO ITEMS: (1) ESTIMATE OF THE TOTAL NUMBER OF US CITIZENS RESIDENT IN THE COUNTRY; (2) ESTIMATE OF THE DOLLAR VALUE OF US INVESTMENT.

10. ISSUES WERE GENERALLY DISCUSSED LAST YEAR IN A CONCISE, CLEAR FASHION BY MOST POSTS, WHICH WE TRUST THEY WILL DO AGAIN IN 1976. ISSUES SHOULD BE SIMPLE LIST, IN ORDER OF IMPORTANCE, OF PROBLEMS IN RELATIONS BETWEEN US AND HOST COUNTRY. PLEASE INCLUDE IF YOU DESIRE A BRIEF DISCUSSION OF HOST COUNTRY OBJECTIVES IN ITS RELATIONS WITH THE US.

11. ENVIRONMENTAL DISCUSSION SHOULD HAVE ANALYTICAL, NOT HISTORICAL, EMPHASIS. POSTS SHOULD REMEMBER THAT THE FOCUS OF THE PAPER IS ON THE NEXT TWO YEARS. THIS SECTION SHOULD NOT BE SIMPLY A RECITAL OF EVENTS OF THE PAST YEAR. RATHER, IT SHOULD DISCUSS THOSE EVENTS AND OTHER ASPECTS OF THE CURRENT SCENE IN THE COUNTRY WHICH WILL AFFECT US INTERESTS AND THE ACHIEVEMENT OF OUR OBJECTIVES. SIGNIFICANT TRENDS SHOULD BE RELATED TO OUR TACTICAL APPROACH TO OUR OBJECTIVES, AS WELL AS TO THE RESOURCES NECESSARY TO ACHIEVE THEM. IF CHANGES IN RESOURCES ARE NEEDED, SAY SO. INCLUDE REALISTIC, STRONG JUSTIFICATION FOR ANY INCREASES. REMEMBER THAT AS INDICATED REFTEL ANY INCREASES FOR ONE POST MEAN DECREASES FOR SOME OTHER AF POST. POSTS SHOULD BE CAREFUL NOT TO NEGLECT ECONOMIC ANALYSIS; BOTH POLITICAL AND ECONOMIC ASPECTS SHOULD BE COVERED AS APPROPRIATE.

12. US OBJECTIVES SHOULD ALSO BE LISTED BY PRIORITY NOT CATEGORY. REMEMBER THAT THE PAPER HAS A TWO-YEAR HORIZON.
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INCLUDE OBJECTIVES TOWARDS WHICH WE CAN MAKE PROGRESS IN A YEAR OR TWO, GIVEN PROBABLE RESOURCE LEVELS. ACHIEVEMENT OF THESE SHORT-TERM GOALS SHOULD IN MOST CASES CONTRIBUTE TO OUR LONG-TERM OBJECTIVES. THESE LONG-TERM OBJECTIVES MAY BE MENTIONED IN THE OVERVIEW OR THE ENVIRONMENTAL DISCUSSION, BUT SHOULD NOT BE INCLUDED HERE. AGAIN, BE BRIEF BUT CLEAR.

13. COURSES OF ACTION. POSTS SHOULD LIST IN PRIORITY ORDER THOSE THINGS WE SHOULD DO IN THE NEXT YEAR TO ACHIEVE THE OBJECTIVES SET OUT IN THE PAPER. IF NEW METHODS OR APPROACHES ARE CALLED FOR, OR IF THE TRIED AND TRUE SEEMS APPROPRIATE, SAY SO. INCLUDE PROPOSALS FOR INTERNAL MISSION MANAGEMENT, PERSONNEL QUESTIONS, EMBASSY ACTIONS DIRECTLY RELATED TO THE HOST COUNTRY, AND ACTIONS TO BE

CARRIED OUT BY THE DEPARTMENT AND OTHER WASHINGTON AGENCIES.
THESE RECOMMENDATIONS SHOULD BE BASED ON THE RESOURCES
LISTED IN THE TABLES. BE IMAGINATIVE, BUT BE REALISTIC
ABOUT PEOPLE AND DOLLARS AVAILABLE. REMEMBER THAT UP-
COMING FISCAL YEARS PROMISE TO BE LEANER THAN EVER. INGERSOLL

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